

International Association for Chinese Management Research

中国管理研究国际学会

www.iacmr.org or www.iacmr.org.cn

(English)

(Chinese 中文)

The International Association for Chinese Management Research (IACMR), founded in 2002, is a professional, academic organization to serve scholars, students, managers, and consultants who are interested in advancing knowledge about the management of organizations operating in the Chinese context.

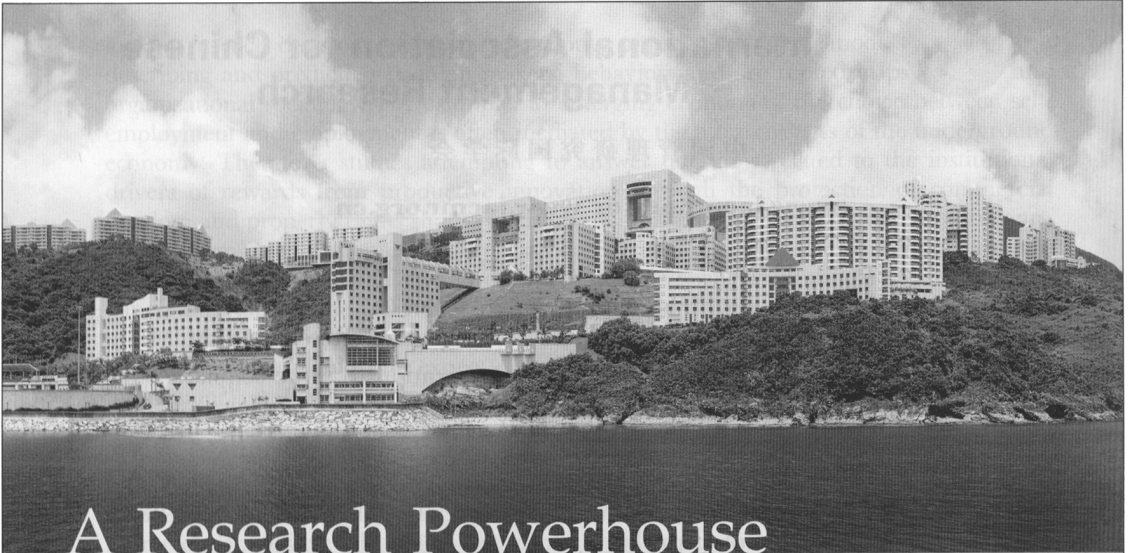
The primary goal of the Association is to promote scholarly studies of the organization and management of firms by

- Providing a forum for the exchange of ideas and experience among researchers about management research in the Chinese context.
- Facilitating international collaboration between management researchers around the globe.
- Promoting the development of management research capabilities IN and ON China.
- Publishing the journal, *Management and Organization Review (MOR)*, dedicated to the mission of the Association (MOR: <http://www.iacmr.org/MOR.htm>).

Regular activities of the IACMR include:

- Bi-annual international conference beginning with the Inaugural Conference in Beijing, PRC, June 17–20, 2004 and the second conference was held in Nanjing, China on June 15–18, 2006.
- Business meeting at the same site as the **Academy of Management** meeting.
- Special lectures by distinguished professors and business leaders at the business meetings.
- Research seminars by leading Chinese and international scholars in China.
- Research methods workshops for Chinese scholars and doctoral students.
- Official journal *Management and Organization Review*, published by Blackwell.

For detailed information about IACMR activities or membership, visit our website (www.iacmr.org or www.iacmr.org.cn) or contact us at email: iacmr@asu.edu (U.S.A.), iacmr@ust.hk (Hong Kong), iacmr@pku.edu.cn (Beijing) or by phone 1-480-965-4530 (U.S.A.), (852) 2358-6358 (Hong Kong), or 8610-6275-6701 (Beijing).



A Research Powerhouse in Asia

- **No. 2** worldwide in EMBA ranking – *Financial Times 2005*
- **No. 20** worldwide in business research – *Financial Times 2005*
- **No. 25** worldwide in business research – *University of Texas at Dallas 2005*
- **No. 1** in finance research in Asia Pacific – *Arizona State University 2005*
- **No.1** in economics research in Asia Pacific – *Journal of European Economic Association 2003*

The Hong Kong University of Science and Technology

Located on the very doorstep of Chinese Mainland, the HKUST Business School is ideally positioned if you want to be at the forefront in creating and working on knowledge about business in the new Asia.

The School boasts 140 scholars from all over the world who are some of the brightest in their fields and committed to the pursuit of research excellence. Our programs and research capability have been consistently recognized as the best in the region.

All of our faculty members hold doctorates and are enthusiastic, high-spirited, and driven to achieve the best. The Business School is committed to contributing to the creation of management knowledge and maintaining the highest caliber of education. We welcome like-minded scholars to join us and explore the vast potential of Asia's leading business school.



www.bm.ust.hk



光华管理学院
Guanghua School of Management

Peking University, PRC

Shifting you from a knowledge consumer to a knowledge producer

The International Ph.D. Program

<http://www.gsm.pku.edu.cn/program/iphd>

The International Ph.D. Program (IPHD), Guanghua School of Management, Peking University, is designed for candidates with outstanding intellectual abilities and a strong commitment to research. Specifically, the objectives are to:

- Train academic faculty for leading business schools in China and beyond;
- Enrich the intellectual environment of Guanghua School of Management;
- Enhance the quality of scholarly management research in China; and
- Cultivate highly-qualified young scholars in line with mainstream research in the fields.

Program Features

- A four-year full-time program in English.
- Research expertise following international standards and conducted by both full-time and visiting professors with distinguished academic credentials.
- Academic and innovative research opportunity throughout the 4-year study.
- Teaching assistantship for MBA and undergraduate programs available.
- Financial aid available to all admitted students.

Study Areas

- Organizational behavior and human resources management,
- Marketing,
- Strategic management.

Entry Eligibility

- A PRC undergraduate who is qualified for exemption from the general Master admission examination.
- A PRC graduate with a Bachelor or a Master degree from a recognized university with excellent academic records,
- An international applicant with an equivalent Bachelor or a Master degree.

international applicant with an equivalent Bachelor or a Master degree.
and minimum scores in GMAT or GRE, and TOEFL.

For more information, please visit <http://www.gsm.pku.edu.cn/program/iphd> for the detailed information on for application.

Guanghua Contacts: Christine You (86-10- 62756701, iphd@gsm.pku.edu.cn)



- An international applicant with an equivalent Bachelor or a Master degree.
- Competitive scores in GMAT or GRE, and TOEFL.

Application

- Please visit <http://www.gsm.pku.edu.cn/program/iphd> for detailed information on for application.

Gu

Chair Professor Employment Opportunities

Guanghua School of Management, Peking University

Positions: Chair Professor opportunities in the following business-related fields are available: Organizations and Management, Strategic Management, Marketing, Accounting, Finance, and Management Science.

Date of appointment: Open.

Responsibilities and duties: Chair Professors must be able to work full time at the school, conduct excellent research, and teach as academic leaders. They will teach in PhD programs aligned with their background and interests; lead and collaborate with junior faculty members to conduct high quality academic research; and publish in well-recognized international journals. They will also be expected to help recruit established scholars as visiting professors as well as new, promising faculty members. High quality teaching in executive programs is preferred. Suitable candidates may be directly appointed as departmental chairs.

Compensation package: In addition to a competitive annual salary (negotiable) and fringe benefits, successful candidates will also receive a once-off housing benefit (RMB200k), a once-off resettlement allowance (RMB150k), adequate passage allowance, an annual research fund (RMB100k), and flexible sabbatical leave.

Qualifications: Candidates must have a PhD degree, a well-established academic record, tenured professorship in world-class business schools, and a strong interest in working in China. Candidates with experience and tenure at prestigious universities or research institutes in Europe and North America are particularly welcome.

The University: Peking University is one of the most prestigious universities in China. It is a comprehensive university founded in 1898 and has enjoyed the longest history of the universities in China. Peking University is progressive in both research and teaching, its graduates hold important positions in government and business, and its alumni are found all around the world. The campus is well known for its beautiful environment.

The School: Guanghua School of Management (GSM) at Peking University is a leading business school in China. The School offers undergraduate, MBA, EMBA, MS and PhD programs, and it has more than 3,000 enrolled students. The School offers a variety of academic disciplines consisting of Applied Economics, Finance, Accounting, Strategic Management, Marketing, Management and Organization, Management Science, Health Care Management, Business Statistics, and Management Information Systems. The School has been recruiting its faculty from around the world for many years. At the end of the 2006 academic year, 60% of the faculty held PhD degrees from top universities in the US and Europe. For further information about the School, please visit www.gsm.pku.edu.cn.

Applications: The first review of applications will begin in Fall 2007 and will continue until the positions are filled. Applications should include a letter, complete vita, and at least three letters of reference. Interested candidates should send their applications to: Dr Weiyang Zhang, Dean, Guanghua School of Management, Peking University, Beijing 100871, People's Republic of China. Tel: 86-10-62751664, 62756375; fax: 86-10-62751463, 62751470; email: wyzhang@pku.edu.cn.

PUBLISHER

Management and Organization Review is published by Blackwell Publishing Asia Pty Ltd
550 Swanston Street
Carlton, Victoria 3053
Australia
Tel: +61 3 8359 1011
Fax: +61 3 8359 1120
Email: info@asia.blackwellpublishing.com

Journal Customer Services

For ordering information, claims and any enquiry concerning your journal subscription please contact your nearest office

UK: Email: customerservices@blackwellpublishing.com; Tel: +44 (0) 1865 778315; Fax: +44 (0) 1865 471775.

USA: Email: customerservices@blackwellpublishing.com; Tel: +1 781 388 8206 or 1 800 835 6770 (toll free in the USA); Fax: +1 781 388 8232 or +44 (0) 1865 471775.

Asia: Email: customerservices@blackwellpublishing.com; Tel: +65 6511 8000; Fax: +44 (0) 1865 471775.

Production Editor

Alice Franek (email: alice.franek@asia.blackwellpublishing.com)

INFORMATION FOR SUBSCRIBERS

Management and Organization Review is published in three issues per year. Subscription prices for 2007 are: Premium Institutional: US\$487 (The Americas), £290 (Rest of World). Customers in the UK should add VAT at 6%; customers in the EU should also add VAT at 6%, or provide a VAT registration number or evidence of entitlement to exemption. Customers in Canada should add 6% GST or provide evidence of entitlement to exemption. Australia prices are inclusive of GST. The Premium Institutional price includes online access from current content and all online back files to January 1st 1997, where applicable. For other pricing options or more information about online access to Blackwell Publishing journals, including access information and terms and conditions, please visit:

www.blackwellpublishing.com/mor

Delivery Terms and Legal Title

Prices include delivery of print journals to the recipient's address. Delivery terms are Delivered Duty Unpaid (DDU); the recipient is responsible for paying any import duty or taxes. Legal title passes to the customer on despatch by our distributors.

PRINTING AND DESPATCH

Blackwell Publishing's policy is to use permanent paper from mills that operate a sustainable forestry policy, and which has been manufactured from pulp that is processed using acid-free and elementary chlorine-free practices. Furthermore, Blackwell Publishing ensures that the text paper and cover board used in all our journals has met acceptable environmental accreditation standards.

Printed in Singapore by KHL Printing Co Pte Ltd.

All journals are normally despatched direct from the country in which they are printed by surface air-lifted delivery.

Blackwell Publishing is a CarbonNeutral company. For more information visit www.blackwellpublishing.com/carbonneutral.

COPYRIGHT AND PHOTOCOPYING

Journal compilation © 2007 Blackwell Publishing Ltd. All rights reserved. No part of this publication may be reproduced, stored or transmitted in any form or by any means without the prior permission in writing from the copyright holder. Authorisation to photocopy items for internal and personal use is granted by the copyright holder for libraries and other users registered with their local Reproduction Rights Organisation (RRO), e.g. Copyright Clearance Center (CCC), 222 Rosewood Drive, Danvers, MA 01923, USA (www.copyright.com), provided the appropriate fee is paid directly to the RRO. This consent does not extend to other kinds of copying such as copying for general distribution, for advertising or promotional purposes, for creating new collective works or for resale. Special requests should be addressed to Blackwell Publishing at: journalsrights@oxon.blackwellpublishing.com.

DISCLAIMER

The Publisher and Editors cannot be held responsible for errors or any consequences arising from the use of information contained in this journal; the views and opinions expressed do not necessarily reflect those of the Publisher and Editors, neither does the publication of advertisements constitute any endorsement by the Publisher and Editors of the products advertised.

**For submission instructions, subscription and all other information visit
www.blackwellpublishing.com/mor**

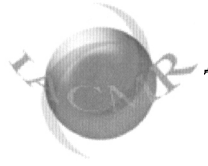
This journal is available online at Blackwell Synergy. Visit www.blackwell-synergy.com to search the articles and register for table of contents email alerts

Access to this journal is available free online within institutions in the developing world through the AGORA initiative with the FAO. For information, visit www.aginternetwork.org.

The Journal is indexed by ABI/Inform, British Library Document Supply Centre and Information Express.

ISSN 1740-8776 (Print)
ISSN 1740-8784 (Online)

MOR.PJJul07



**International Association for Chinese Management Research
Officers**

Founding and Past President

Anne S. Tsui *Arizona State University*
HKUST
Peking University

**Senior Vice-President and President
Elect**

Shuming Zhao *Nanjing University*

President

Xiao-Ping Chen *University of Washington*

Representatives At Large

Catherine Levitt *Center for East-West
Entrepreneurial Studies*

Executive Secretary/Treasurer

Xin Yao *Wichita State University*

Ingmar Bjorkman *Swedish School of Economics*

George Zhen Xiong Chen *Australian National
University*

Vice-Presidents and

2008 Program Co-Chairs

Xinchun Li *Sun Yat-Sen University*
Jia Lin Xie *University of Toronto*
Jing Zhou *Rice University*

Yichi Zhang *Peking University*



**Leadership of Hong Kong University of
Science and Technology**

President Paul Ching-Wu Chu
Acting Vice-President for
Academic Affairs Roland Chin

Leadership of HKUST Business School

Dean K.C. Chan
Associate Deans Gary C. Biddle
Steven J. DeKrey
Kar Yan Tam
Rami Zwick



Leadership of Peking University

President Zhihong Xu
Vice-Presidents Weifang Min
Wenshen Chen Jianhua Lin
Wen Hai Sulan Yue
Chuanjin Ju Guoyou Zhang
Yang Ke

**Leadership of Guanhua School of
Management**

Dean Weiyang Zhang
Associate Deans Zhengfei Lu
Changqi Wu
Gary Xu

Management and Organization Review

Sponsored by
Hong Kong University of Science and Technology
and Peking University



CONTENTS

Volume 3 Issue 2

- ANNE S. TSUI, SHUMING ZHAO and ERIC ABRAHAMSON**
What to Study in China? Choosing and Crafting Important Research Questions 171
- JEANNE M. BRETT, CATHERINE H. TINSLEY, DEBRA L. SHAPIRO and TETSUSHI OKUMURA**
Intervening in Employee Disputes: How and When Will Managers from China, Japan and the USA Act Differently? 183
- MIKE W. PENG, SHUJUN ZHANG and XINCHUN LI**
CEO Duality and Firm Performance during China's Institutional Transitions 205
- DANCHI TAN, SHIH-CHANG HUNG and NIENCHI LIU**
The Timing of Entry into a New Market: An Empirical Study of Taiwanese Firms in China 227
- DANIEL G. BACHRACH, HUI WANG, ELLIOT BENDOLY and SHUOYANG ZHANG**
Importance of Organizational Citizenship Behaviour for Overall Performance Evaluation: Comparing the Role of Task Interdependence in China and the USA 255
- MICHAEL NIPPA, SCHON BEECHLER and ANDREAS KLOSSEK**
Success Factors for Managing International Joint Ventures: A Review and an Integrative Framework 277



This journal is available online. Contact your
librarian or visit www.blackwell-synergy.com



Cover image "Budding lotus" by Ann Yan Zhang.
Cover design by Hybert Design • www.hybertdesign.com